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TRANSFORMING TO SECURE OUR NATION

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TRANSFORMING TO SECURE OUR NATION

AN INTRODUCTION TO TRANSFORMATION

In one-way or another, every individual is constantly transforming. We may change our eating habits, decide to exercise more, make a conscious decision to go back to school, start saving money, or take better care of our family. It is important to remember that not all transformations are large and distinctive. Some transformations occur as small, evolutionary changes that build over time. Transformation is a new way of thinking about, approaching, preparing for, and executing your responsibilities. The keys to transformation are simple ***-first, set a goal and then find the most efficient path to achieve that goal; and second, once a goal is clearly defined, change or shorten the cycle time of implementing the change.*** That goal could be a personal goal or, as will be discussed here, a goal to secure our nation's future.

WHY AND HOW - THE FORMULA FOR SUCCESS

There is nothing magical about understanding transformation. Any successful individual, corporate entity, or country constantly transforms so they can survive in an ever-competitive world. The formula for successful transformation lies in understanding what it is you want to transform, recognizing transformation when you see it, and developing metrics to measure it. While the top needs to drive the transformation of an organization, every employee from the bottom up needs to understand it -- effective communication is one of the keys to its success. The other key element is accelerating evolutionary changes to make them revolutionary.

Ste One - *Settin the Or Tanizational Goals/Ob'ectives*: One could design organizational transformation as a recipe for success. The first step in any transformation is to set your goal - define what it is you want to change about your organization. Leaders can modify the goal periodically, but it should not change significantly over time.

The only place true transformation can begin and be successful is if it begins at the top. Our leaders must show us that they are not afraid to move the entire organization in a different direction. ***Everyone in the organization must know and understand the objectives of the organization.*** As the Chairman discussed in "Understanding Transformation", General George Kennedy `personified transformation's intellectual element" by "adapting the capabilities of the 5th Air Force in the Southwest Pacific Theater to *meet* General Douglas MacArthur's objectives".' The most important. thing to note in this example is that General Kennedy was able to achieve what he did because he had a clear objective. He knew what the objectives were and General MacArthur gave him the opportunity to determine the best path to successfully achieve those objectives.

Ste Two - Communicate the Goal(s) to Everyone in the Organization: The next step is to *communicate* your goals to everyone in the organization. All individuals need to hear the goal and *understand* it. Once understood, everyone in the organization needs to channel his or her time and resources into realizing that goal.

Step Three - Review the Current Organizational Structure: The next step is taking the assets you have and modifying them or modifying the way they work together to achieve your overall objectives. Management must conduct a bottom-up review and ensure the organization is using its resources in the most efficient, effective way.

Step Four - Restructure for Success: Once the review is completed, the organization must be "fine-tuned" or restructured for efficiency. This step means that everyone in the organization must have the ability to discontinue those things "that we've always done" if they no longer work to achieve the organization's goal. (Particularly a paradigm that government organizations need to change.) Everyone in the organization's hierarchy must have the courage

to say no to some things. The new mindset must be to think about what is best for the organization, not the individual.

Step Five - Making the Right Investments: Once it is determined what, if any, restructuring needs to be done, the organization needs to ensure that it is spending its money wisely. Management must review all of the resources of a company (the budget, the manpower, the infrastructure, etc.) to ensure efficient and effective application of those resources.

Step Six Using Personnel Resources to Their Full Potential: The next step is to use existing personnel resources to their full potential. An organization is only as good as its people are. Everyone must realize that it is not always necessary to "fire at will" when transforming an organization. Current employees could be an organization's greatest assets if management works to help employees:

- Understand the "big picture" and how their operational competencies fit into that overall architecture.
- Wake up their brains to life-long learning and energize their mental capacity.
Employers should offer educational opportunities to those employees willing to invest their own time to improving themselves.
- Feel comfortable about making innovative suggestions. Employers should give their employees the latitude to propose educated, well-thought out new approaches and try them without fear of reprisal. Nevertheless, management must hold them accountable.

Unfortunately, when employees do not fulfill their potential, management should release them and hire new employees with the requisite skills needed for the new organization.

Step Seven - Develop the New Tools Necessary to Transform: The organization then needs to ensure that its employees have the right tools they need to perform their tasks as efficiently as possible. Employers achieve this objective by providing their employees whatever tools they need to get the job done.

Step Eight - Train Employees in the Use of the New Tools: Once an organization invests in the required tools, the employer should arrange for instructors to train every employee on the proper use of those tools.

Step Nine - Integrate and Cooperate with Other Organizations: Now that management has transformed the organization, they need to ensure the organization is cooperating with other organizations as required to meet the stated objectives.

Step Ten - Realize, Review and Reine: As stated above, everyone and everything is constantly transforming. Therefore, the final step for the organization is to constantly review and refine its goals and objectives to ensure that it continues to be an effective entity in its ever-changing environment. Management can accomplish this review by developing a set of metrics and using those metrics to measure their success.

TRANSFORMING THE COUNTRY TO SECURE OUR FUTURE

In the aftermath of 11 September 2001, President Bush identified a new goal for the United States (U.S.) - homeland security. Now, the country needs to mobilize to fulfill this goal. This paper will do the following: apply the ten-step approach to transformation to our impending national security challenges in the wake of the terrorist attacks; examine the efforts President Bush and the federal government took to transform our nation's security; and provide some recommendations to secure the nation's future.

Step One - Setting the Organizational Goals/Objectives: After 9-11, the President realized that "the enemy was on the doorstep".² While it is true the U.S. is the sole superpower, both economically and militarily, we face a new paradigm that our peer-competitors come in all shapes and sizes and challenge us on all levels. The President has defined our strategic goal - homeland defense. Now our leaders must trust their supporting organizations to determine the capabilities required to secure our homeland.

Step Two - Communicate the Goals to the Nation. Since 11 September, the President's homeland security initiatives appear to have two objectives: (1) to secure and calm the nation and (2) to convince U.S. allies to support him on the global war on terrorism (GWOT). For the first couple of months after the terrorist attacks, the President personally waged a very effective media campaign. Then he delegated the effort to two of his prime governmental agencies. Unfortunately, in the last six months, the Department of Homeland Security's (DHS) and the State Department's media efforts have faltered.

The efforts to calm the nation have taken a sudden turn for the worst. In early February 2003, the first act of the new Department of Homeland Security was to elevate the threat level to "orange" and advised U.S. citizens to "run out and buy some plastic sheeting and duct tape" to protect themselves against the threat of a potential strike from a "dirty bomb".³ The result of the elevated threat level was widespread anxiety. Fortunately, the pending terrorist attack proved to be a false alarm based on, at best, sketchy intelligence. Their unfocused initial efforts made the new Homeland Security Department look somewhat "foolish"⁴, and may have damaged its credibility in the long term.

The President's international campaign has also faltered. Even Secretary of State Colin Powell's articulate efforts at the United Nations have not convinced U.S. allies to support a

campaign in Iraq as part of their GWOT. During the weekend of 15-16 February 2003, thousands of demonstrators took to the streets around the world to protest a U.S. "attack" of Iraq.⁵ Ironically, the President has the potential to now become the villain and Saddam Hussein has the potential to now become a martyr.

The President's attempts to clearly explain his vision of how to guarantee a secure and prosperous future for the U.S. have failed miserably. The Federal Government needs to redirect considerable resources to convince the American people that the Federal Government will secure the homeland.

Ste Three - Review the Current Governmental Structure: The federal government has initially completed this step. Shortly after the events of 11 September, the President reviewed his cabinet and realized he did not have one organization that could integrate all the required efforts' to secure the nation. Therefore, he created the DHS. During his swearing in ceremony, DHS Director Tom Ridge acknowledged that even though "the effort will begin here, it will require the involvement of America at every level".⁶ However, the government must restructure infrastructure, manpower, and timely/ flexible funding to support the government's new priority. To do this, the federal government needs discretionary expenditure authority.

Ste Four - Restructure the Government or Success: The creation of the DHS was a first step in the restructuring of the federal government. The future challenge will be to ensure that all the required supporting organizations interact properly with DHS. DHS, State Department, and the Department of Defense (DOD) must all work together to protect our nation on a global scale. Domestically, the Bush Administration has even recommended the creation of a new border agency. The new proposal is to merge "the customs Service, the Immigration and Naturalization Service: and the Border Patrol" to increase U.S. border protection. The question remains if these

new organizations can break down cultural and organizational barriers to work together effectively.

Step Five - Making the Right Investments: The American public waffles back and forth between concern for national security and concern for the health of the economy. The new trend towards deficit spending makes one wonder where the funding will come from to support the 2003 DHS budget request of \$37.7B that includes:

- Supporting first responders - \$3.5B
- Defending against biological terrorism - \$5.9B
- Security America's borders - \$11B

Transportation security - \$4.8B⁸

As the bills increase, so does the criticism. Some financial analysts have noted "as much as \$160B in new financing has been poured into national security since 11 September, yet only a small fraction has been used to make Americans safer at home".⁹ Who will set the priorities in the years to come? What initiatives will go unfunded in order to pay for homeland security - social security, Medicare, prescription drugs? How much is too much? What price can the federal government put on the nation's security? What level of risk is acceptable? After many more false alarms, who will even care? Is DHS compatible with our current interpretation of individual rights?

Step Six - Using Our Personnel Resources to Their Full Potential: The other critical resource is manpower. To date, the federal government has mobilized over 149,000 guard and reserve forces to help with national security and the global war on terrorism.¹⁰ However, by law this trend cannot continue. Where will the manpower come from in the future to support all the new homeland security issues?

The U.S. continues to maintain an active duty force deployed around the globe.

However, current sentiment in Europe and Korea indicates that those host countries no longer completely welcome our troops on their soil. If homeland security is the number one priority, the President and the DOD should consider drawing down the number of troops overseas and redirecting that manpower resource to support homeland security.

Step Seven - Develop the New Tools Necessary to Transform: The DOD has made great strides in funding their transformation initiatives. Those initiatives include \$3.9B for command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) programs.¹¹ The increased funding pays for improved laser satellite communications and updated protection for DOD computer networks.¹² Recognizing that improved communications and intelligence are the keys to homeland protection, the DOD is concentrating on improving the C4ISR capabilities for their soldiers. Also recognizing that speed matters, the DOD is now adapting a "break a little, fix a little approach" on the acquisition of many of their key systems.¹³ DOD recognizes that no new technology is effective until it is in the hands of the warfighter.

Step Eight - Train Everyone in the Use of the New Tools: The government seems to be overlooking this crucial piece of transformation. Not only do the soldiers need to be trained in the use of new equipment, but the American public needs to be trained on the proper way to live with terrorism. Unfortunately, the threat of terrorism in the continental U.S. has become a reality we must all learn to live with. DHS needs to conduct some training without causing fear within the American public. Our greatest fear now is the fear of the unknown. If the government provided timely, useful information, we could learn to live in this new environment.

Step Nine - Integrate and Cooperate with Other Organizations: Many agencies will be involved in homeland security. They include, among others, DHS, the Department of

Transportation (including the new Transportation Security Agency), the Department of State, DOD, and the Federal Bureau of Investigation. The challenge is to see if these agencies will be able to work together in a coordinated, integrated effort. The success of this integration will take an extraordinary amount of cooperation from all involved to break down organizational barriers. Every agency needs to keep the President's objective in mind at all times - securing our homeland.

Step Ten - Realize, Review and Refine: Once the imminent threat subsides, the U.S. needs to ensure we do not become complacent as we have in the past. That complacency is evident in the lack of governmental funding for research and development initiatives, minimized support to our intelligence community, and dismal border protection. We need to be constantly aware and always strive to improve.

RECOMMENDATIONS

The government and Congress need to explore new, innovative approaches to protect the U.S. homeland. These initiatives include:

The implementation of Title 10 and Constitutional reform to permit the use of active duty forces to protect our nation's homeland and restructure the federal budget.

The redirection of U.S. troops from some overseas bases to the homeland. This move could help provide the manpower required to defend the homeland and help promote DOD's goodwill overseas. One possibility is to divert that strength to federal agencies.

Congress should conduct a continual review of the current government structure to eliminate government waste and create a more viable, effective government. These

reviews should be non-partisan and should strive to divert underutilized resources to DHS and its supporting agencies.

- The Federal Government should develop and conduct a responsible, informative education campaign to inform the American people how they can realistically live with the threat of terrorism.

The President should strive to continually refine the DHS and its supporting agencies' organizational structure so that an integrated, effective organization emerges to protect the U.S. and its citizens.

- The federal government should reform the budget process so it is more flexible to meet the country's changing security needs.

CONCLUSION

It is evident that the transformation required to secure our homeland has just begun. The citizens of the U.S. must learn to live and be productive in a world where terrorism is a very real, very viable threat. Only then will the U.S. achieve a true state of transformation.

ENDNOTES

¹ Myers, Richard B., "Understanding Transformation", p. 6.

² Hall, Thomas F., Assistant Secretary of Defense speaking on the use of Reserve and National Guard Forces, October 2001.

³ Reynolds, Alan, "The Duct Tape Economy", The Washington Times, page B4, 23 February 2003.

⁴ Ibid.

⁵ Sowell, Thomas, "If Crowds Are To Be Our Guide", The Washington Times, page B 1, 23 February 2003.

⁶ Ridge, Thomas, statement at his swearing in ceremony, 8 October 2001.

⁷ The Washington Post, 19 March 2002.

⁸ Bush, George W., Securing the Homeland. Strengthening the Nation, FY2003 Federal Budget.

⁹ Benjamin, Daniel and Simon, Steven, "The Worst Defense", New York Times, 20 February 2003.

¹⁰ Services Daily Mobilization Report, 13 February 2003.

¹¹ Caterinicchia, Dan and French, Matthew, "DOD Funnels Money Into Transformation", Federal Commuter Week, 10 February 2003.

¹² Ibid.

¹³ Ibid.